

STATINTL

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24 April 1981

MEMORANDUM FOR: Executive Officer, DDA

STATINTL FROM:

Director of Training and EducationSUBJECT: OTE Proposed Responses to DD/NFAC Thoughts
on Revising Agency Policies and Procedures

Listed below are responses that we recommend be incorporated in any reply the DDA will make to Mr. Hineman's note of 13 April:

-- Restore slots in the Armed Forces Staff College, and

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COMMENT: In discussions with the Comptroller relating to the preparation of a FY 1983 Agency Budget Theme Package dealing with "Professional Development," the DTE agreed that increased funding for the CIA Training Selection Board should be included. The Comptroller is proceeding with the presentation of such an enhanced package which would restore funding for the Armed Forces Staff College student slots.

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-- Eliminate the requirement that officers be in supervisory positions before they can be sent for supervisory training. NFAC would rather train prospective managers before they begin to supervise and make mistakes that become bad habits. Find ways to test for managerial aptitude, and provide training to likely candidates.

COMMENT: NFAC's comment regarding eligibility for supervisory training offered by the Management School implies a certain absolute rigidity that does not exist. The School's two fundamental courses, Fundamentals of Supervision (FOS) and Fundamentals of Administration (FOA), do allow for a limited enrollment of personnel in pre-supervisory assignments; that is, such personnel can be enrolled within three months prior to being assigned a supervisory position. Some preference is given to those enrollees who are already in a supervisory position, but this should not cause any undue hardship for NFAC

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since a recap of the last five runnings of both FOS and FOA indicate an under-utilization of these programs by NFAC.

Our primary reason for adhering to a more strict enrollment policy for the Program on Creative Management and the Management Seminar is that these courses are highly experiential and the effectiveness/transferability of the training depends on a firsthand knowledge of the situations and issues explored. Non-supervisors in the past have had difficulty in making the appropriate connections between training and its application.

- Re-examine the OCDP. The NFAC AOP seems to us to have been more effective.

COMMENT: The OCDP is not an OTE program or responsibility.

- Restore clerical training in OTE.

COMMENT: Clerical training is a highly resource intensive activity. In order for it to be done properly, dedicated classroom facilities, equipment investment, and specialized staff are all essential. At the present time OTE's resources are not adequate to undertake this activity in any professional manner. With the anticipated heavy requirements for training in office automation and information handling systems which are unique to the Agency and which must be met in-house, we do not anticipate being able to accommodate standard clerical training in the foreseeable future. We believe that the Agency's needs in this area can be met adequately through utilization of external training both during duty hours and after hours.

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